



Position Specification

Seattle City Light

General Manager and Chief Executive Officer

June 4, 2018



CONFIDENTIAL POSITION SPECIFICATION

Position	General Manager and Chief Executive Officer (GM and CEO)
Company	Seattle City Light
Location	Seattle, Washington
Reporting Relationship	Mayor, City of Seattle
Website	http://www.seattle.gov/light/

ORGANIZATION BACKGROUND

Seattle City Light was created by the residents of Seattle in 1902 to provide affordable, reliable, and environmentally sound electric power to the City of Seattle and neighboring suburbs. Owned by the community it serves, City Light is the nation's 10th largest municipally owned utility and is a nationally recognized leader in energy efficiency, renewable resource development, and environmental stewardship.

City Light provides electric power to over 447,000 residential, business, and industrial customers within a 131-square-mile service area as well as to the City of Seattle and surrounding jurisdictions that stretch approximately four miles north and south of the Seattle city limits, including parts of Shoreline, Burien, Tukwila, SeaTac, Lake Forest Park, Renton, Normandy Park, and areas of unincorporated King County. Sales to customers outside the City of Seattle represent approximately 16% of retail power sales.

Seattle City Light owns approximately 2,000 megawatts of very low-cost, environmentally-responsible hydroelectric generation capacity. In an average year, City Light meets about 50% of its load with hydroelectric facilities that it owns directly and obtains the remainder primarily through the Bonneville Power Administration (BPA).

City Light is a department within the City of Seattle and is subject to ordinances and resolutions adopted by the Seattle City Council and approved by the Mayor. City Light has an annual operating and capital budget of approximately \$1.4 billion supported primarily by utility revenues. An additional \$40 to \$50 million in annual revenues is realized through the sale of surplus energy on the wholesale market. The department also issues approximately \$250 million annually in utility bonds to support its capital program. Due to strong financial performance and management, City Light maintains a very good credit rating (AA/Aa2) that enables bond financing of capital projects at relatively low interest rates that helps keep rates affordable.

As the largest City of Seattle department, City Light employs approximately 1,800 authorized full time-equivalent employees, of which 84% are represented by labor unions. Recent employee demographics include:

- 29.0% Women
- 59.9% White
- 16.9% Asian/Pacific Islander
- 11.1% Black/African American
- 4.8% Hispanic



- 2.9% Unspecified
- 3.0% Bi/Multi-Racial
- 1.5% American Indian/Alaskan Native

City Light has a strong commitment to promoting equity for its workforce, its customers, and for the broader communities and environment that it serves and has an actively engaged community.

KEY RESPONSIBILITIES

Appointed by the Mayor and subject to confirmation by City Council every four years, the General Manager and Chief Executive Officer (GM and CEO) serves as the highest executive authority at Seattle City Light and will have full planning, operations, and financial responsibility. As a municipally owned utility, the GM and CEO reports to the Mayor with policy guidance and oversight provided by City Council. The Mayor and City Council approve City's Light's annual budget, set rates, and approve debt issuance, along with other functions set forth in the City Charter.

The GM and CEO will provide leadership and strategic direction for the affordable, reliable, and sustainable generation and distribution of energy to its diverse residential, commercial, industrial, franchise cities, and wholesale customers. The GM and CEO will have full responsibility for the publicly-owned utility and will oversee all key contractual, operating, financial, and human capital areas and will provide strong, visible, and highly collaborative leadership at all levels. Planning and execution of City Light's various lines of businesses should reflect a keen focus on affordable rates, reliable electric service, and excellent customer service.

The GM and CEO will provide regional leadership and visionary stewardship for creating and aligning new opportunities and growth from energy efficiency, renewable energy solutions, smart grid technology, and other greenhouse gas reduction solutions. In achieving complex, multi-layered, and integrated performance goals, the GM and CEO will work collaboratively with key stakeholders and various political constituencies that include the Mayor's Office; City Council; elected and appointed government officials; City Light's executive management team; labor coalitions; City Light employees; community and civic leaders; advocacy organizations; trade associations; contracted power companies; regulatory agencies; and impacted communities.

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

The next GM and CEO will be expected to possess the following skills and experience:

- At least 15-20 years of demonstrated and transformational business success with a track record of increasing responsibilities and accomplishments in investor-owned or public power utilities, water or related industry sectors (regulated, unregulated, and renewable/clean energy). Experience with a utility possessing a multi-site generation portfolio of hydro and renewable energy, and broad exposure to energy transmission and delivery planning.

Candidacy of executives from outside these industries who have demonstrated visionary leadership and led transformational change within a large, complex organizational environment will also be welcomed.



- At least 8-10 years of executive management experience leading a large organization with at least two or more complex business functions, including oversight of large capital projects and fixed physical assets.
- At least 8-10 years of financial management experience with demonstrated abilities in providing successful financial oversight, developing and managing budgets, and understanding complex rate designs.
- At least 8-10 years of experience leading large, multi-disciplinary, and diverse teams, preferably with union representation. Demonstrated commitment to Race and Social Justice in previous executive management roles will be required.
- Demonstrated accomplishment or expertise in cleaner energy alternatives including accountability for at least one or more strategic initiatives and related capital projects involving:
 - Energy efficiency and demand response
 - Renewable energy – hydro, wind, solar, biomass, geothermal, etc.
 - Smart grid
 - Energy storage
 - Distributed generation
 - Greenhouse gas reduction
 - Measurable clean energy impact
 - Evolving customer engagement technology
- Experience working with (or substantive knowledge of) political oversight bodies, independent system operators (ISOs), federal regulatory agencies, consumer groups, technology providers, and other relevant stakeholders.

LEADERSHIP QUALITIES

In addition to the professional and industry experience of the successful candidate, key attributes and competencies will be emphasized in the selection of the next GM and CEO:

Vision

- A visionary, forward-looking, strategic thinker with sophisticated understanding and appreciation of energy and utility market dynamics; anticipates future events and recommends possible directions and strategies to maintain City's Light's regional and national leadership roles.
- Understands and appreciates principles of organizational change management and how to create organization-wide movements to catalyze and implement business transformations and organizational cultural changes.
- Strategically advocates for and maintains City Light's role in the local, regional, and national energy and utility markets. Aligns opportunities to maximize outcomes and benefits for the utility, its customers, and key stakeholders.

Values

- Possesses a keen sense of integrity, honesty, and loyalty. Understands trust is essential to building credibility and support within and outside the organization.



- Champions good corporate governance practices, particularly related to accountability and transparency. Ensures actions are supportive of City Light's success and are responsive to the interests of customers and bondholders.
- Embraces and models the tenets of racial and social justice. Demonstrated leadership in promoting race and social justice initiatives in previous roles.

Leadership

- A transformational leader who focuses on the growth and well-being of people and communities served. Someone who shares power, puts the needs of others first, and helps people develop and perform as highly as possible. Models leadership behaviors and results by actions, as well as words.
- Clear thinker and communicator who can articulate and implement a compelling vision and tactical plan for leading City Light and industry partners in new strategic directions and growth.
- An entrepreneurial innovator who inspires, energizes, and motivates others to challenge themselves and to continuously learn, create, and realize creative solutions. Possesses high emotional intelligence, intellectual curiosity, and desire for self-education.
- Instills a sense of urgency and empowerment to employees to move forward swiftly, productively, and transparently. Unleashes the talent, knowledge, and potential of City Light workforce and enables staff to take the right risks. Demonstrates strong commitment to teamwork.
- Attracts and develops the next generation of leaders; hires, retains, and cultivates talented, principled people. Bold commitment to workforce equity and fostering healthy workplace culture.

Communications Skills and Behaviors

- Possesses outstanding communication skills, articulates concepts, and facts clearly and succinctly, orally and in written form. Represents City Light in a professional manner and effectively conveys key messages and information with diplomacy and open-mindedness.
- Demonstrates commitment to robust and clear communications both internally and externally. Encourages feedback and listens; learns from mistakes. Fosters an environment of transparency.
- Engaged and visible communicator with diverse stakeholders, including Mayor's Office; City Light's executive management team; City Light employees; City Council; labor coalitions; community leaders; elected and appointed government officials; contracted power companies; regulatory agencies; and political oversight bodies.
- Adept at dealing with press and media, familiarity with and possessing an appreciation of the impact of social media on a business and its reputation.



EDUCATION

A Bachelor's degree from an accredited college or university with major course work in business administration, finance, public administration, engineering, environmental studies, or a closely related field.

A Master's degree is strongly desired, but not required.

COMPENSATION

The 2018 annual salary range for this position is \$249,578 - \$399,371 and is complemented by a generous benefits package.

KORN FERRY CONTACTS

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